



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

Chancellor Search  
Applicant Overview

Name: Marshall Criser III ☒ Applied ☒ Nominated

Address: [REDACTED], Coral Gables, FL 33156

Contact Info: [REDACTED]

Provided: ☒ Cover Letter ☒ Resume/CV Other: (previously nominated by Bill Proctor)

Executive-Level Experience: ☒ Education ☒ Government ☒ Business ☐ Non-Profit

Involvement In: ☒ Higher Education Environment ☒ Political Environment

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**Employment/Leadership Highlights:**

- State President, AT&T Florida
- Vice President, Regulatory & External Affairs, Bellsouth
- Vice President, Strategic Planning, Bellsouth International

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**Educational Background:**

- University of Florida, Bachelor of Science - Business Administration
- INSEAD - Advanced Management Programme

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**Other:**

- Florida Higher Education Coordinating Council (Co-Chair)
- Florida Council of 100 (Chair; K-14 Committee Chair)
- UF Board of Trustees (Vice Chair; Education Policy Chair)
- Scripps Research Institute (La Jolla) Board of Trustees
- Florida Research Consortium (Member, Past Chair)

October 28, 2013

Marshall M. Criser III

Coral Gables, FL 33156

Dear Governor Hosseini,

I am writing to communicate my desire to serve as the next Chancellor of Florida's State University System.

I have a demonstrated passion and commitment to education policy and to the state of Florida. Through my professional and volunteer activities, I have worked closely with Florida elected and appointed officials and have had the privilege to observe and learn from former Chancellors spanning three decades of higher education transformation in our state. I have also worked closely with the professional leaders of Florida's public and private universities, state colleges, and workforce development organizations to identify and leverage opportunities to create a more cohesive environment to educate Florida's students.

As a leader in Florida's business community, I have led and contributed to the development of education policy and practice in Florida. From my engagement with the Florida Research Consortium (FRC) in 2003, I worked with the state universities and leaders of technology incubator initiatives to develop the award criteria for the Florida Centers of Excellence initiative. Subsequently, as Chair of the FRC, I continued to build on collaboration among Florida's research universities and proprietary research institutes to advocate for public policy to leverage research as an economic development tool.

I continued my efforts to develop Florida's education policy during my term as Chair of the Florida Chamber of Commerce. During this time, I worked with the Chamber's executive leadership and business members to develop and communicate the Florida Chamber's Six Pillars for enhancing and sustaining Florida's economy. I continue to serve as the Chamber Board's champion for the Talent Pillar. More recently, I co-chaired the Florida Council of 100's pre-K through 14 Education Committee. Working with the Council's Higher Education Committee and the Florida Chamber of Commerce, we developed recommendations to strengthen Florida's education policy and published the report, *Closing the Talent Gap*. Subsequent public policy initiatives from this report address funding, performance and accountability, leveraging technology, and the underlying economic value a cohesive and effective education policy brings to the state.

In 2009, I was appointed to the Florida Board of Governor's Chancellor Search Committee and worked to select Chancellor Brogan. In this capacity, I further developed an appreciation for the continuing collaboration among the Board of Governors and the State University System (SUS) institutions in meeting the needs of Florida's residents and students, as well as the SUS role in economic development. Most recently, I have served as a Board of Governors' appointee to the Board of Trustees of the University of Florida, where I serve as Vice-Chair, Co-Chair of the

Higher Education Coordinating Council by appointment of House Speakers Will Weatherford and Dean Cannon, and a member of the Board of Governors Access and Attainment Commission. In each role, I have worked with administrators, faculty and students from Florida's public and private universities, the state college system, the Department of Education, workforce development agencies, and Florida's employers to develop and advocate policy recommendations related to higher education and its critical role in educating and preparing Floridians for careers and a lifetime of learning.

I also believe that my professional experience and talents are an asset to my ability to serve as Chancellor. In the past, I have led the strategic planning for a multi-national holding company and its operating divisions in several global regions. I am experienced in working in a matrix organization structure and have a history of leadership by collaboration and example. Currently, as President of AT&T's Florida operations, I have led the transition from a highly regulated business to a market-driven business that is successfully implementing the service and technology expectations of our customers. This transformation required developing and communicating a public policy vision that reformed Florida statutes to both recognize and benefit from a competitive market. As a result of these efforts, we launched two new IP-based service platforms that reflect customer expectations for choice in the marketplace. I believe that our state, and higher education nationally, is in the midst of a similar transformation and that I have the leadership experience and insight to ensure that Florida is a leader in this endeavor

Looking forward, I believe that the SUS is well positioned to continue its progress of focusing efforts on a defined mission for the system and member institutions, as well as building performance and accountability standards in order to reinforce the engagement of key elected and community stakeholders. Through these initiatives, the SUS will demonstrate the value that Florida's investment in higher education brings to its students, families and employers now and in the future.

I am excited about the opportunities and challenges facing higher education and recognize that Florida's position as the nation's second largest system brings the responsibility to be a model for integrity and academic achievement. It also provides an opportunity to leverage our twelve institutions, our commitment to online education and our partners in higher education.

I appreciate your consideration of my application. I have attached further information related to my employment history and leadership in business and policy organizations. Please contact me should you need additional information or materials to help the search committee in its decision.

Sincerely,



Marshall M. Criser III

# MARSHALL M. CRISER III

[REDACTED]  
Coral Gables, FL 33156

## **EDUCATION, RESEARCH AND COMMUNITY LEADERSHIP**

### **Florida Council of 100; *Chairman (2012-Present); Co-Chair, Pre-K through 14 Education Committee* 2005 – Present**

I was a principle participant in the development of the Florida Council of 100's *Closing the Talent Gap* report, which was created in collaboration with the Florida Chamber of Commerce and required me to garner support for specific education and business policy initiatives among members of the state executive and legislative branches.

### **The Scripps Research Institute (La Jolla) Board of Trustees; *Board Member; Audit Committee* 2013 – Present**

I was nominated by the Scripps Funding Corporation to represent Florida on the parent institute board. TSRI continues to represent the flagship opportunity to leverage national research activity as a source of learning, economic development and job growth.

### **University of Florida Board of Trustees; *Vice-Chairman (2012-2013); Chairman, Education Policy* 2010 – Present**

As an appointee of the Board of Governors, I have chaired or participated in each of the Board's standing committees and actively participated in the development of the University's work plan for 2012 and 2013, leveraging the University's strengths toward the collaborative success of the State University System. During my tenure, I have worked closely with members of the legislature to identify critical elements of accountability and performance currently embodied in Florida Statutes.

### **Higher Education Coordinating Council; *Co-Chairman (2010-2013)* 2010 – Present**

Throughout my tenure, I have worked with representatives from Florida's public and private universities, state colleges, and workforce development community to identify areas of conflict or leverage among the sectors, resulting in subsequent legislation to address performance funding and institutional collaboration.

### **Florida Chamber of Commerce; *Chairman (2008-2009); Policy Council; Board Member, Talent Pillar* 2005 – Present**

As Chairman, I worked with the Florida Council of 100 and Enterprise Florida to present comprehensive testimony for growing Florida's economy to the Florida Senate and House of Representatives. This was the first time a unified presentation had been made by these business leadership organizations. During this period, I also worked closely with the professional leadership of the Chamber and the Florida Chamber Foundation to develop and articulate what is now commonly referred to as the Pillars for Florida's economy. I remain the Board's champion for the Talent Pillar.

**Enterprise Florida; *Chair, Audit Committee; Executive Committee***

**2005 – Present**

I have been actively engaged in refocusing Florida's economic and workforce development efforts consistent with legislation passed in 2011. These initiatives have strengthened Enterprise Florida's position as a national and international recruiter of businesses looking to relocate and grow in Florida.

**Florida TaxWatch; *Chairman (2010-2012)***

**2005 – Present**

I worked with professional leadership to develop the Government Cost Containment Task Force, a collaborative effort among executive and legislative agencies, business leaders, and community stakeholders to encourage government efficiency and effectiveness.

**Florida State Fair Authority; *Secretary; Strategic Planning Committee***

**2010 – Present**

I have actively identified new avenues to leverage resources in support of the State Fair's mission of providing development opportunities for Florida's youth.

**Miami Dade College Foundation; *Board Member***

**2007 – Present**

I have engaged in finding financial and community support for Miami Dade College's eight campuses and 21 outreach centers to promote workforce development and academic achievement among South Florida's youth.

**Florida Research Consortium; *Past Chairman, Board Member***

**2003 – Present**

I joined the Consortium to implement the inaugural Centers of Excellence statute by developing competitive criteria for awarding grants to research universities. This effort includes working closely with the Universities' Research Vice Presidents, innovation center leadership and private capital managers to recommend guidelines.

**PROFESSIONAL EXPERIENCE**

**AT&T Florida; *State President, Florida, Puerto Rico and U.S. Virgin Islands***

**Miami, FL**

**2005 – Present**

As AT&T's State President, I lead AT&T operations for the corporation's third-largest geographic market, which includes Florida, Puerto Rico and the U.S. Virgin Islands. My responsibilities include developing and implementing strategies to achieve business objectives, meeting customer expectations for service, and building stakeholder relations at the state and municipal level. Under my leadership in Florida, AT&T successfully reformed public policy and launched two new IP-based businesses in Florida. This effort required extensive communication and coordination with key elected stakeholders at the state and local level, development and presentation of testimony before legislative committees, and building consensus with stakeholders for the successful passage of legislation.

**BellSouth; *Vice President of Regulatory and External Affairs***  
**1998 – 2005**

**Tallahassee, FL**

As the Vice President of Regulatory and External Affairs for BellSouth, I managed all executive and regulatory agency matters in Florida. In this role, I developed strategies to achieve the company's policy objectives and represented the corporation in matters involving the Florida Public Service Commission and the Cabinet and relevant legislative offices. I also led initiatives to build consensus with consumer and competitor stakeholders. Under my leadership, BellSouth achieved regulatory approvals, implemented customer and competitor support functions, and launched operations to enter the long distance business.

**BellSouth International; *Vice President of Strategic Planning***  
**1994 – 1998**

**Atlanta, GA**

As Vice President of Strategic Planning for BellSouth International, I developed and managed the corporation's strategic plan in Latin America, Europe, Israel and China. This position required careful understanding of and sensitivity to language, cultural and legal differences between the regions, individual countries and the United States. Under my leadership, BellSouth International successfully integrated the business functions of nine Latin American operating companies while addressing individual and distinct ownership structures, regulatory environments and market conditions.

**BellSouth; *Director of Regulatory Affairs, Florida***  
**1989 – 1994**

**Tallahassee, FL**

As Director of Regulatory Affairs, I worked with key staff at the Florida Public Service Commission and the Office of Public Counsel to represent the company's policy and business interests.

**BellSouth D.C.; *Director of National State Agency Relations***  
**1987 – 1989**

**Washington, D.C.**

As Director of National State Agencies, I worked directly with national associations, including the National Governors Association, the National Conference of State Legislatures and the National Association of Regulatory Utility Commissions, to develop and advocate public policy in support of a competitive marketplace.

**BellSouth; *Public Policy Manager***  
**1984 – 1987**

**Atlanta, GA**

As Public Policy Manager, I oversaw public policy development after the AT&T divestiture of BellSouth in 1984.

**Southern Bell; *Manager***  
**1980 – 1984**

**Jacksonville, FL**

As Manager, I served the company in various roles, including Internal Auditor and Comptroller Manager.

**EDUCATION**

**University of Florida**  
***Bachelor of Science, Business Administration***  
Major: Finance

**Gainesville, FL**  
**June 1980**

**INSEAD**  
***Advanced Management Programme***

**Fontainebleau, France**  
**Summer 1994**